

# Competitive Imperative for Improving Productivity

Pradeep Anand

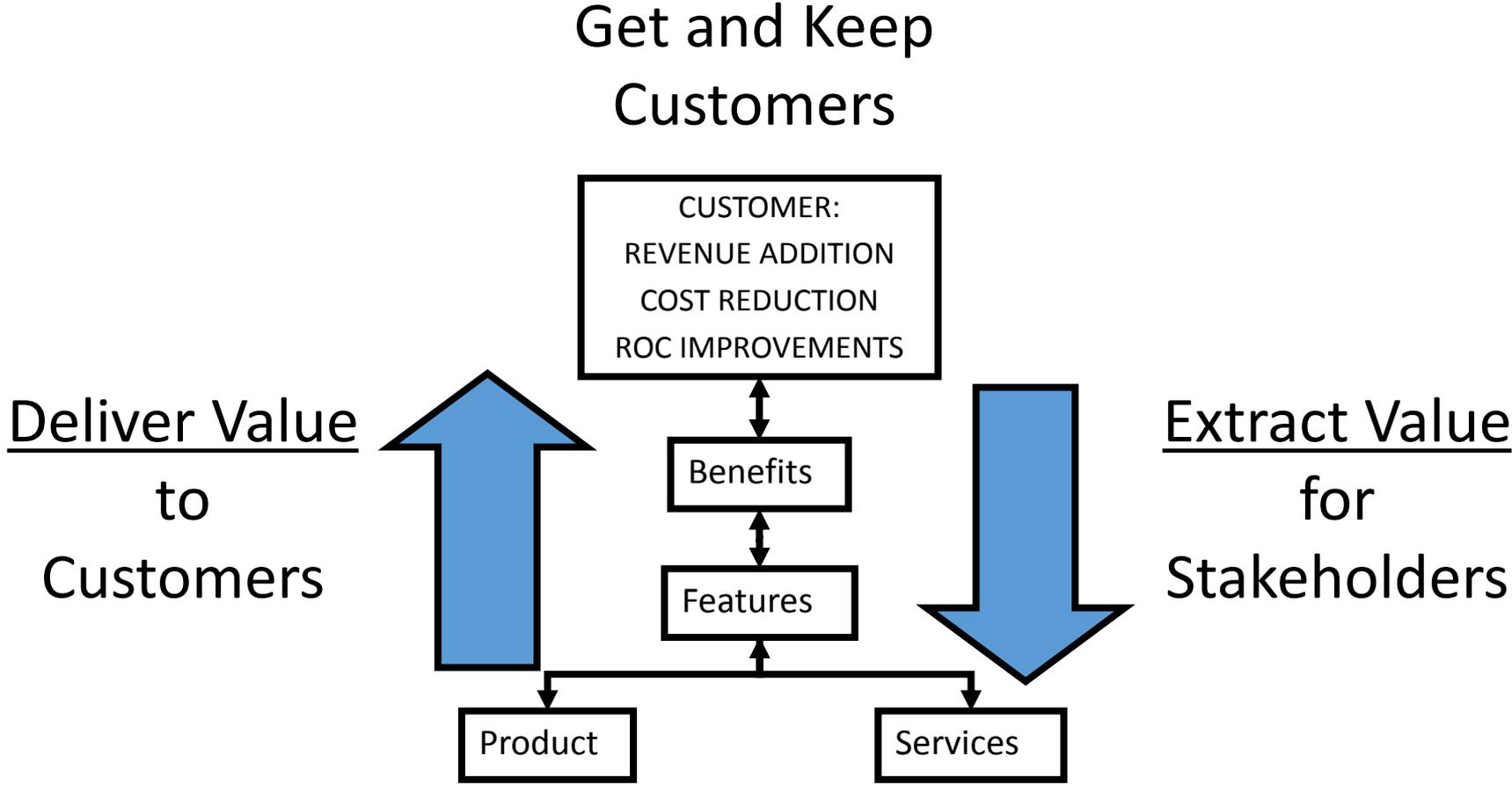
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# Background

- Vice-President, Marketing, Landmark Graphics (Halliburton)
- Manager, North American Operations, Baker CAC, Baker Hughes;
- Marketing/Business Development Manager, LWD/MWD, NL Sperry-Sun (Halliburton)
  
- Adjunct Faculty, Rice University's Jones Graduate School of Business, MBA Program
  
- **Oil & Gas** – AirXChangers, Baker Hughes, Baroid Corporation, Daniel Industries, Dresser Industries, Dresser Oil Tools, Key Energy, Integrated Exploration Systems (Germany), Landmark Graphics, NL Industries, Numar, OFS Portal, Photon, PGS-Tigress, Praxis, Preng & Associates, Sperry-Sun, Object Reservoir (US Venture Partners), Volumetrix
- **Engineering/Manufacturing** — Aggreko, Astralloy, CompX, Continental Carbon, Excell Minerals, Express Integrated Technologies, Fabsco, Fort Lock, Gundle/SLT Environmental, Harsco Corporation, Harsco Industrial, Harsco Infrastructure, Harsco Metals & Minerals, Harsco Track Technologies, Hendrickson Trailer, IKG Industries, MultiServ, National Cabinet Lock, Nutter Engineering, OnePoint, Patent Construction Systems, Patterson-Kelley, Reed Minerals, SGB, SteelPhalt, VisionMonitor Aviation Software, Waterloo Furniture Components
- **Technology** — AMD, Sun Microsystems, Syntel, Metasolv, NobleTek, Avalon Imaging, Scicom, Silicus, Laversab, Facet, Zresearch
- **Other** — WNS, Kanaly Trust, Fort Bend Independent School District, American Sleep; Willy, Nanayakkara, Rivera & Goins

# Purpose of a Business

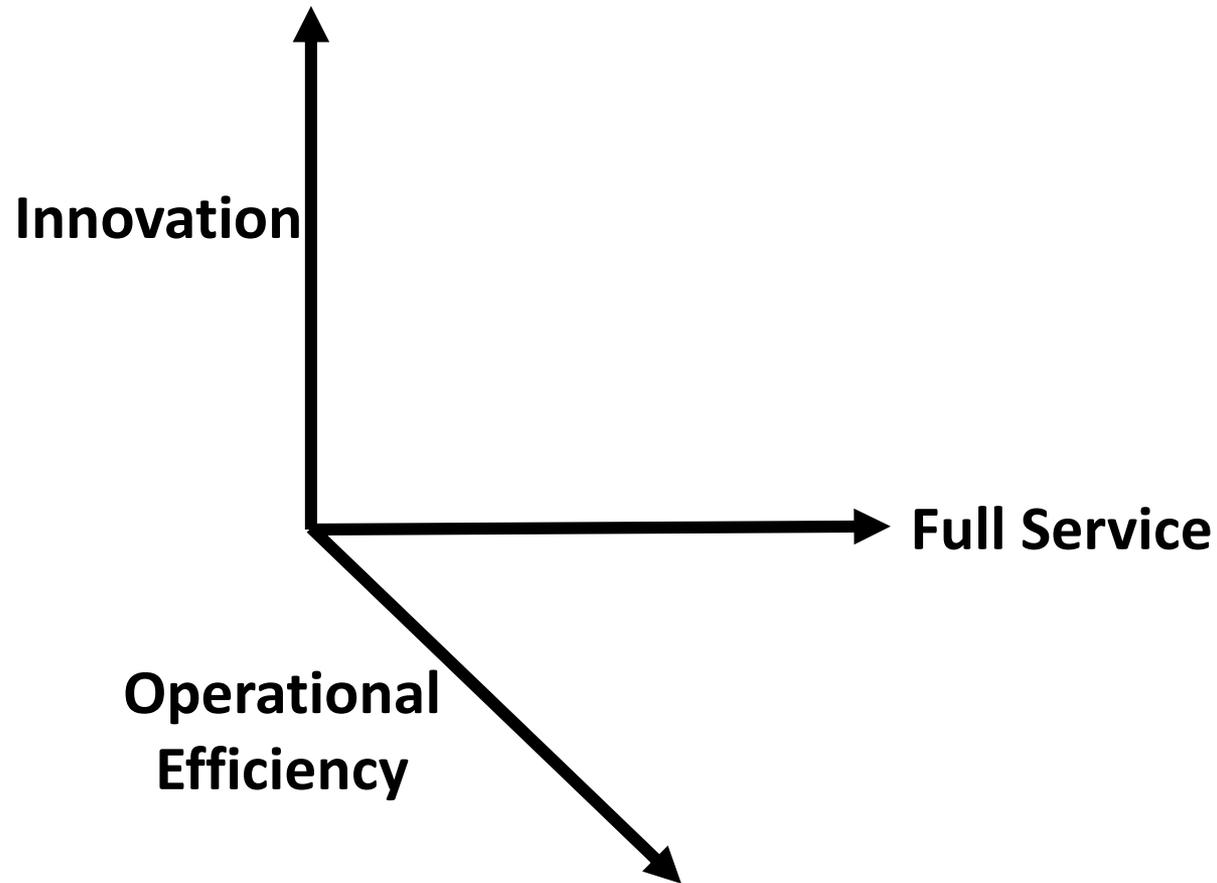


# Why Focus on Productivity?

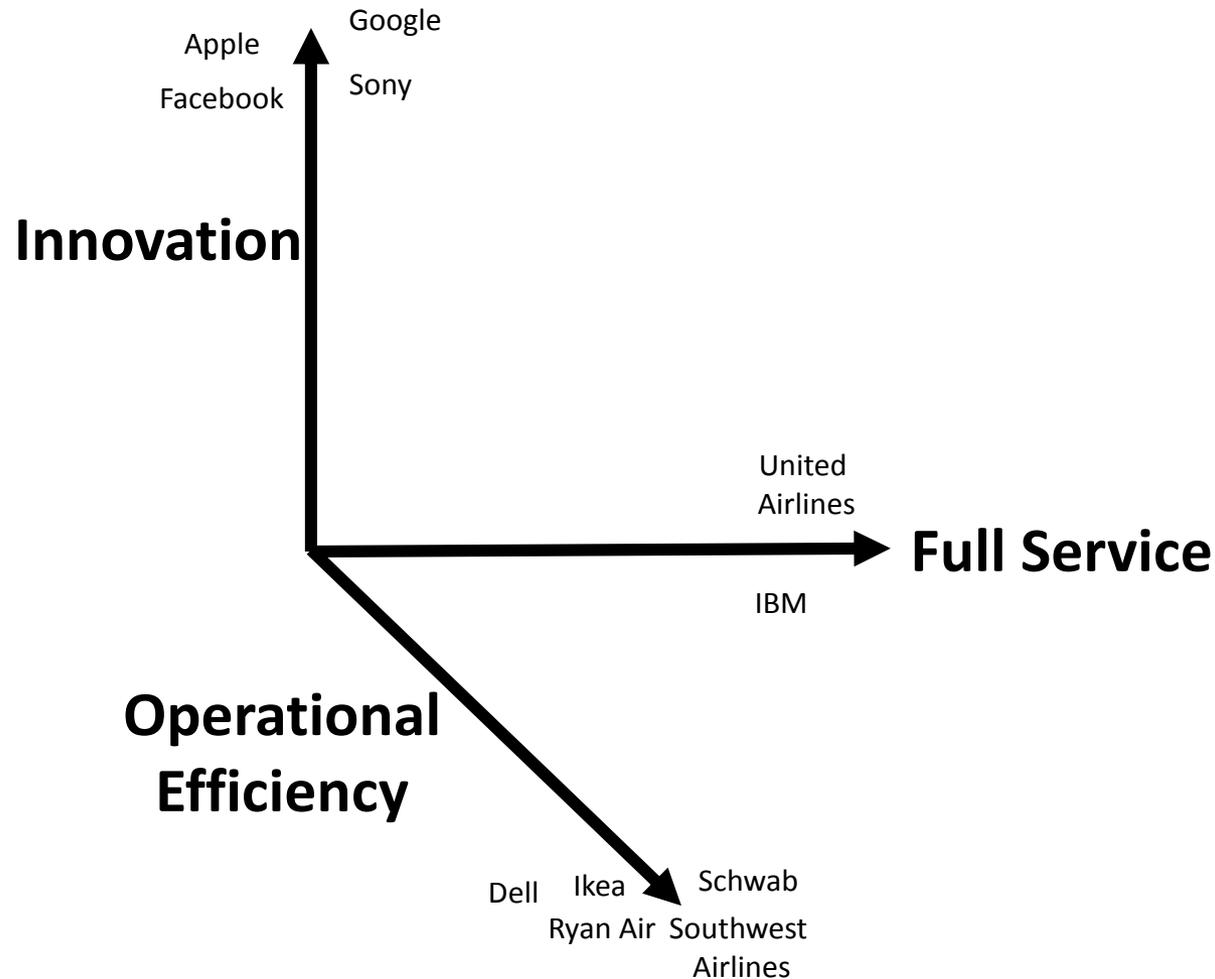
## Economic Growth Depends on it

- In the 1970s, the United States could rely on a growing labor force to generate roughly 80 cents of every \$1 gain in GDP
- During the coming decade, assuming no dramatic increase in hours worked, that ratio will roughly invert: labor force gains will contribute less than 30 cents to each additional dollar of economic growth
- To maintain a GDP growth rate of 2 to 3 percent a year, productivity gains will have to make up the other 70 percent
- History shows that a majority of productivity growth—more than two-thirds—comes from product and process innovation

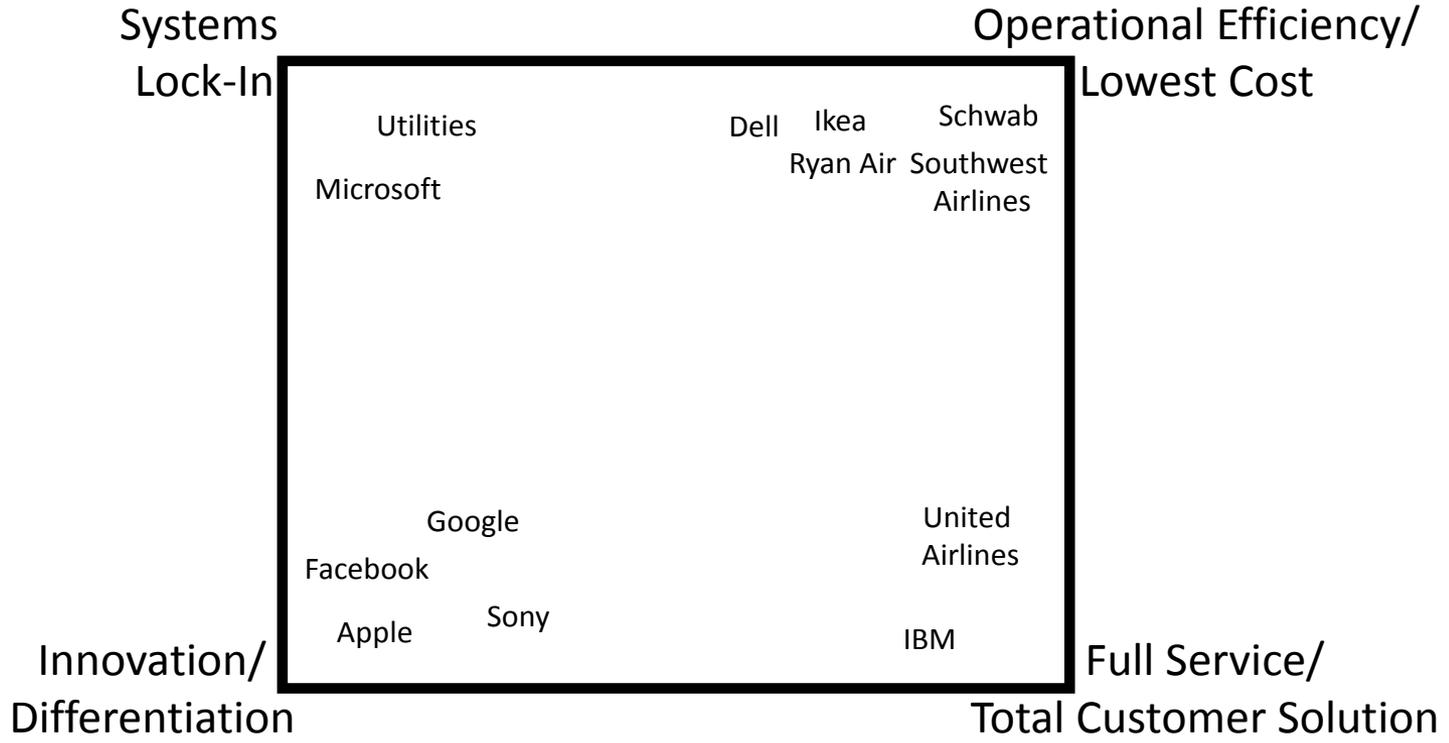
# Types of Strategic Focus



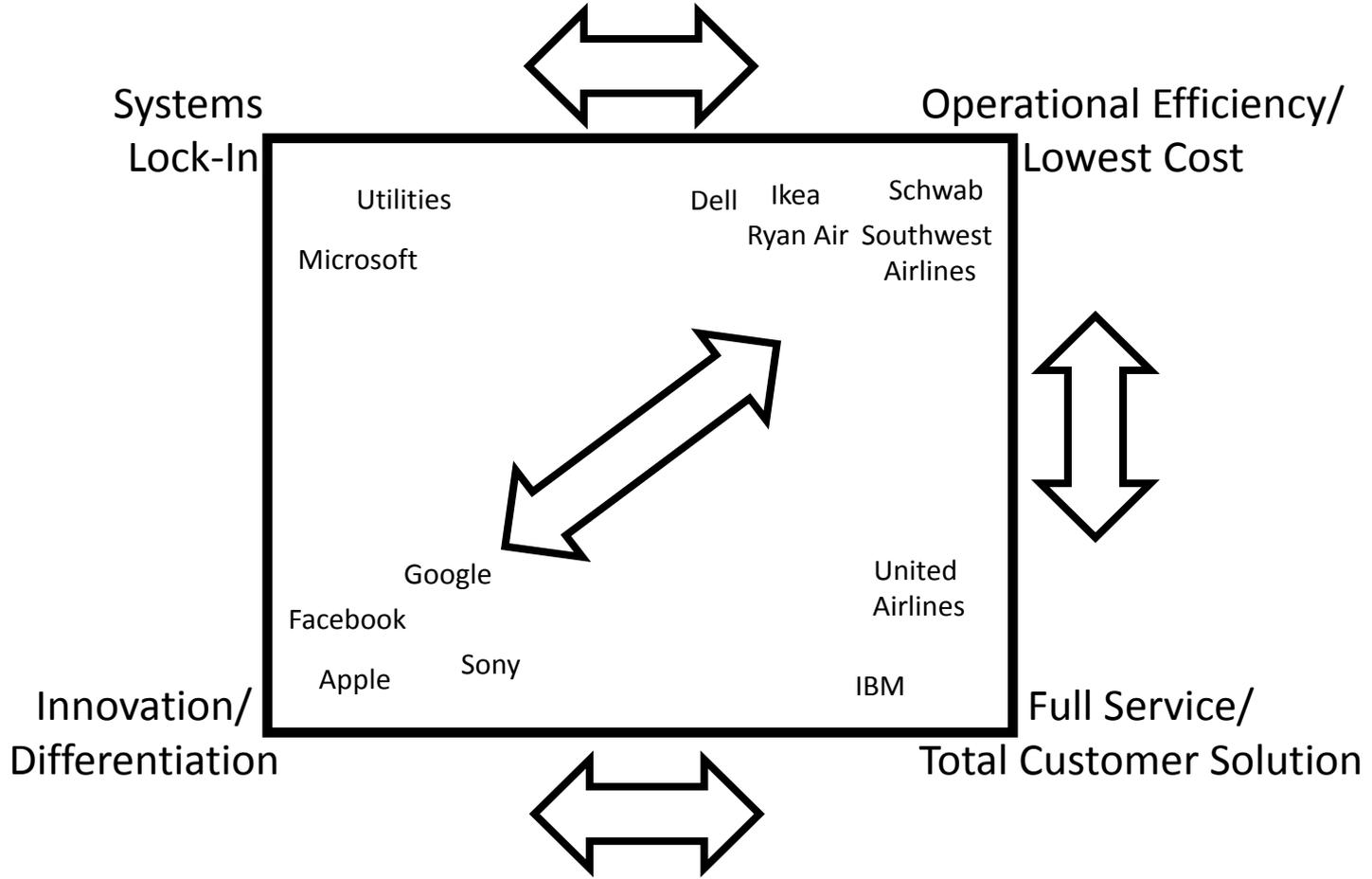
# Types of Strategic Focus



# Strategic Focus

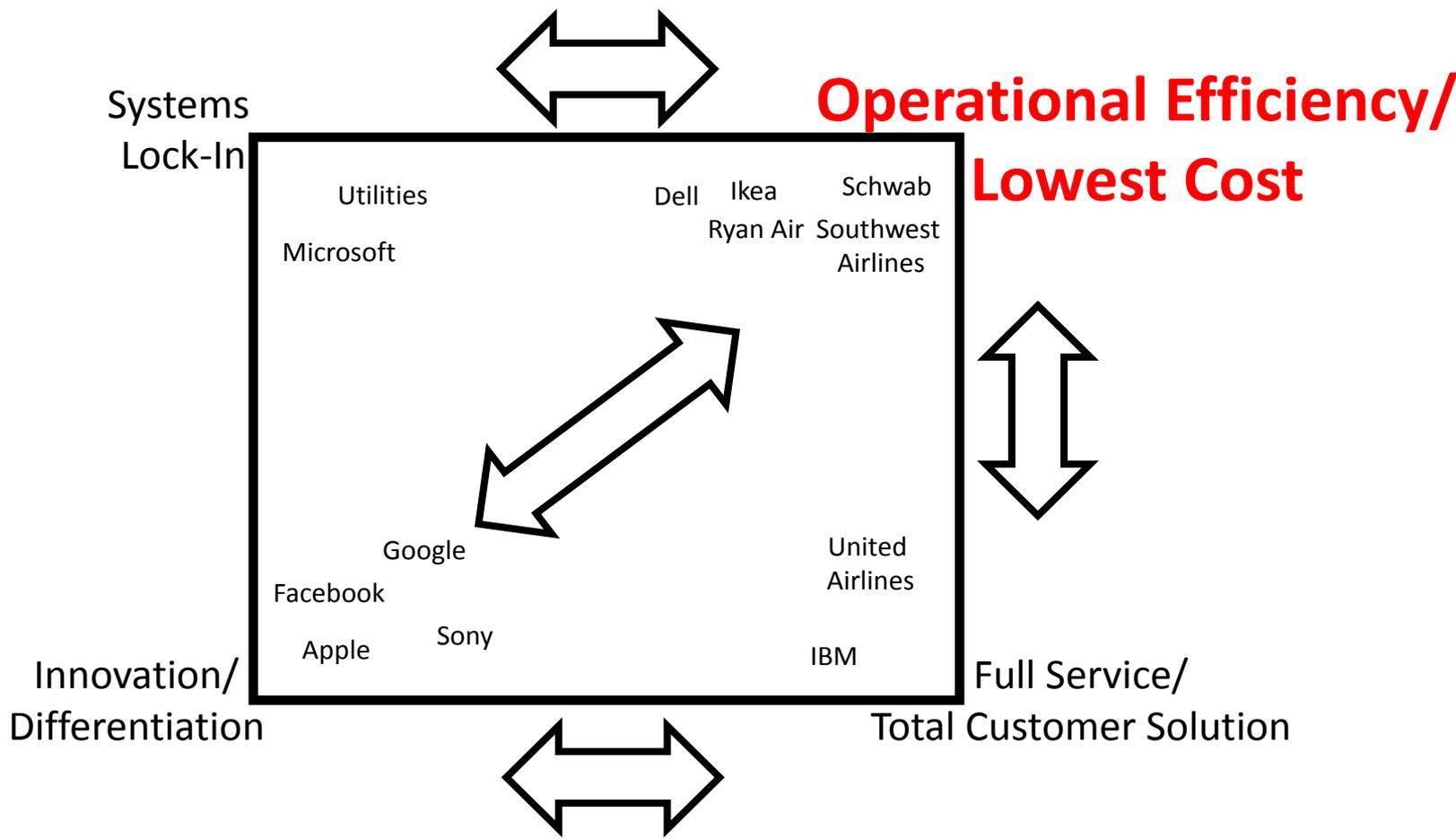


# Migration in Strategic Focus





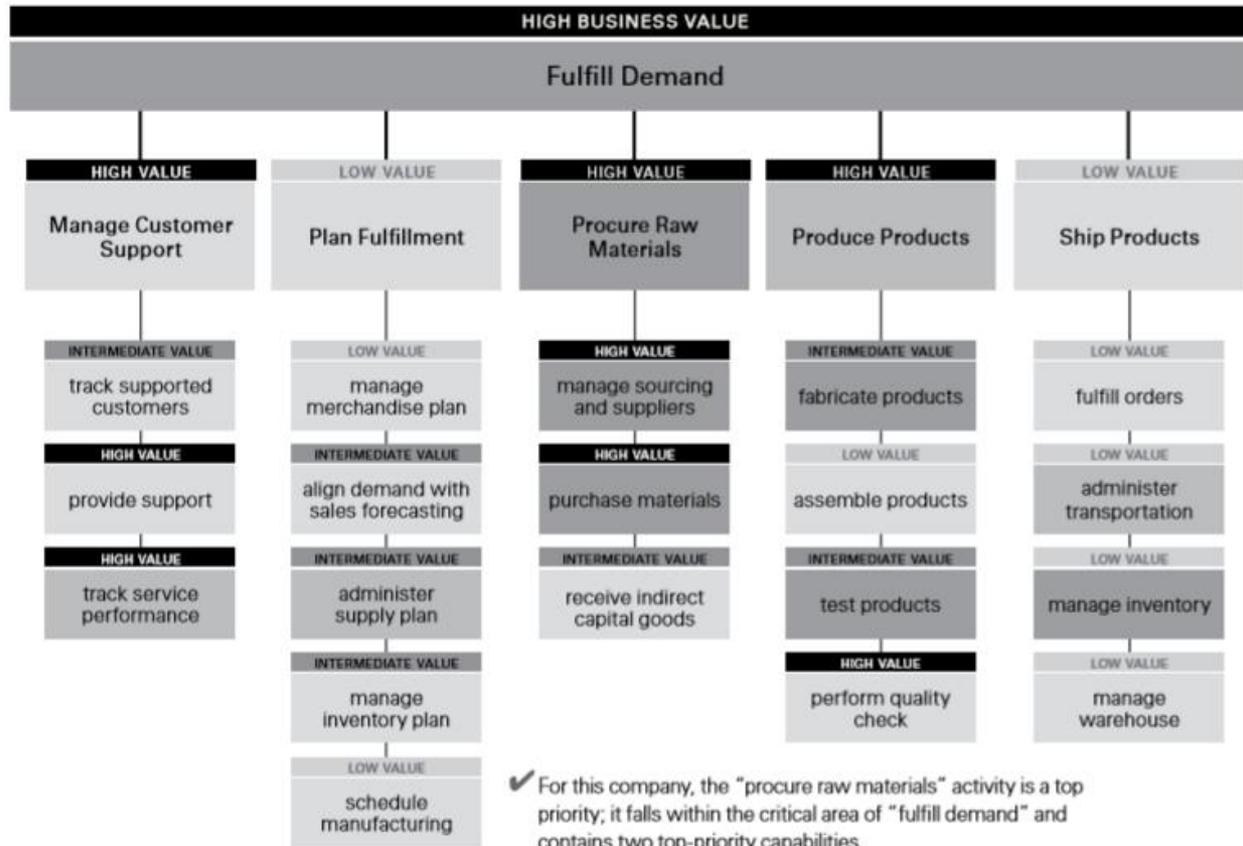
# Migration in Strategic Focus



# Solution: Improving Productivity

- Reinvent work
- Reinvent processes
- Reinvent the company

# Improving Productivity: Prioritize by Business Value



## Current-Performance Spectrum



# Improving Productivity: Science in the (Sales) Organization

- Targeted offerings
  - Primary Segmentation
  - Secondary Segmentation: Potential value of the account, share of wallet, vertical market, type of product, and type of sale.
  - Define roles and align incentives to help sales reps position and sell the offerings that are most appropriate to each customer segment
- Optimized automation, tools and procedures
  - Supporting goals with management processes, selling materials, and automated tools for measuring leading indicators and results is what makes outcomes more predictable
- Performance management
  - Sales success shouldn't be a matter of good fortune; it should be a result of data-driven planning
  - Measures inputs—a rep's pipeline, time spent prospecting, or specific sales calls completed—as well as outputs, thereby helping the reps stay on top of the process
  - Align incentives with the behaviors that are critical to a rep's financial success.

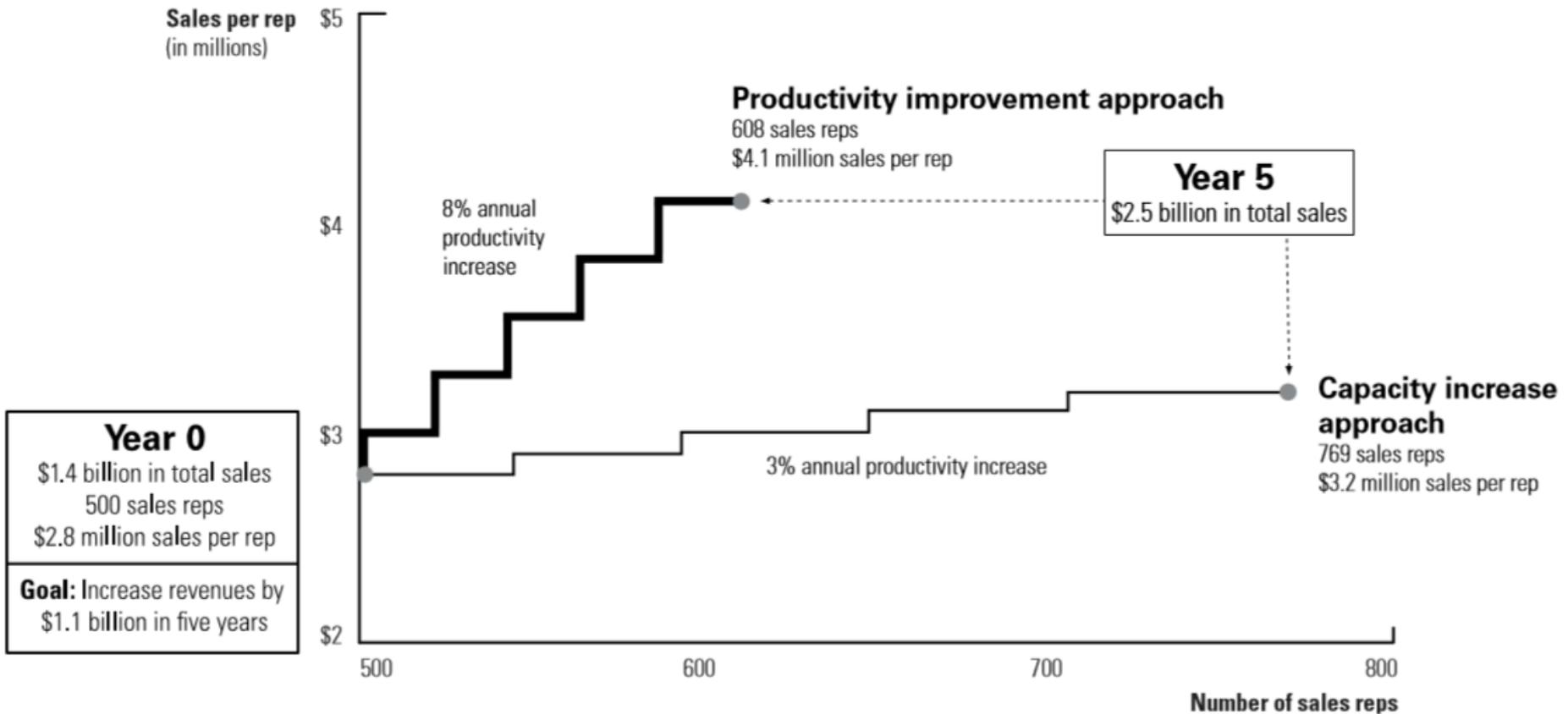
# Improving Productivity: Science in the (Sales) Organization

- Sales force deployment
  - Any company that has watched its territory-based sales reps migrate down-market toward easy sales rather than profitable ones is facing a deployment problem
  - Create a demand map of the market using segmentation information and then to compare it with your deployment map
  - Substitute data for gut feel to identify where the best prospects are and to synchronize that information with the companies that sales reps actually call on
  - Sales are paired up with the right customers
  - Reduce salespeople's "non-customer-facing time"

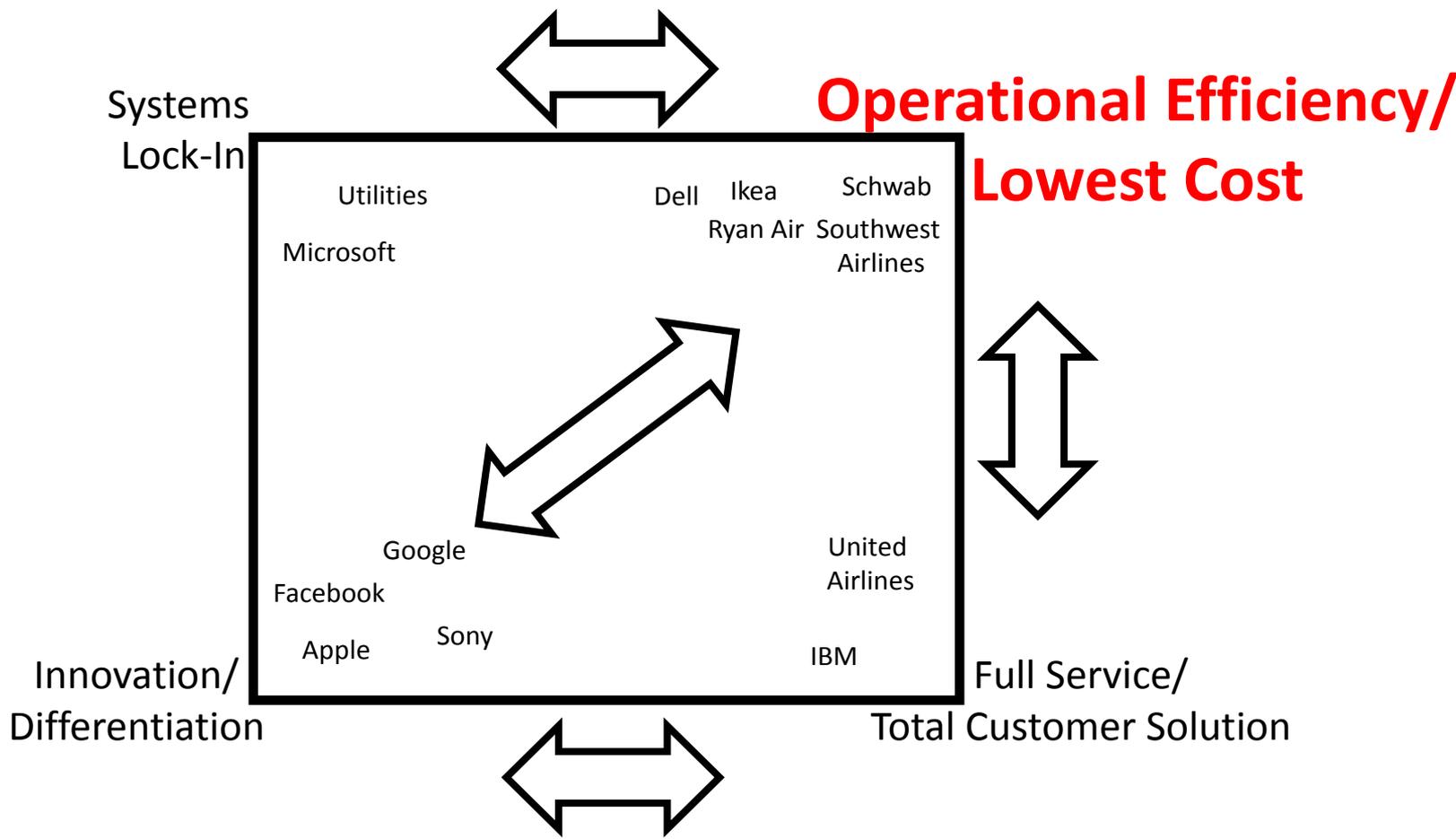
Greatest effect is on lower-ranked performers

Narrows the gap between top performers and everyone else

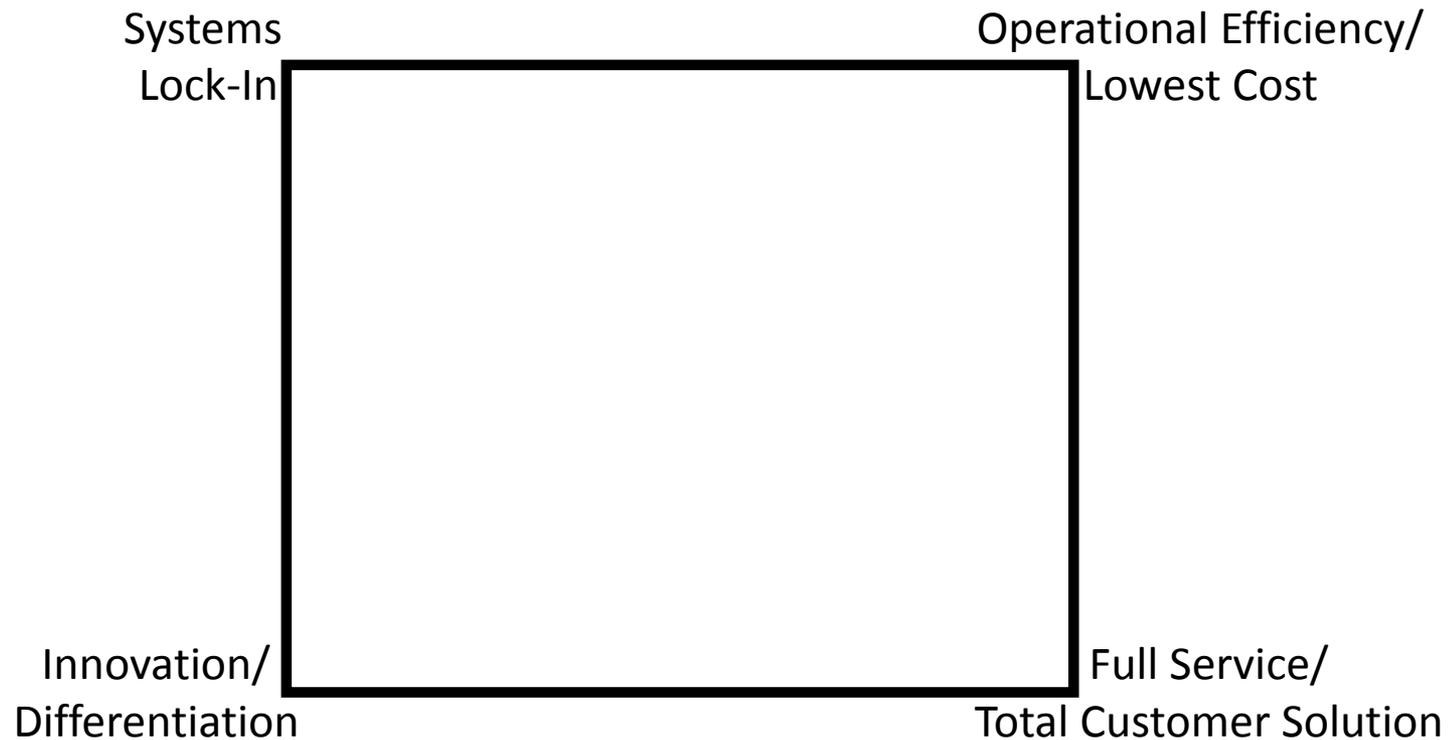
# Improving Productivity: Science in the (Sales) Organization



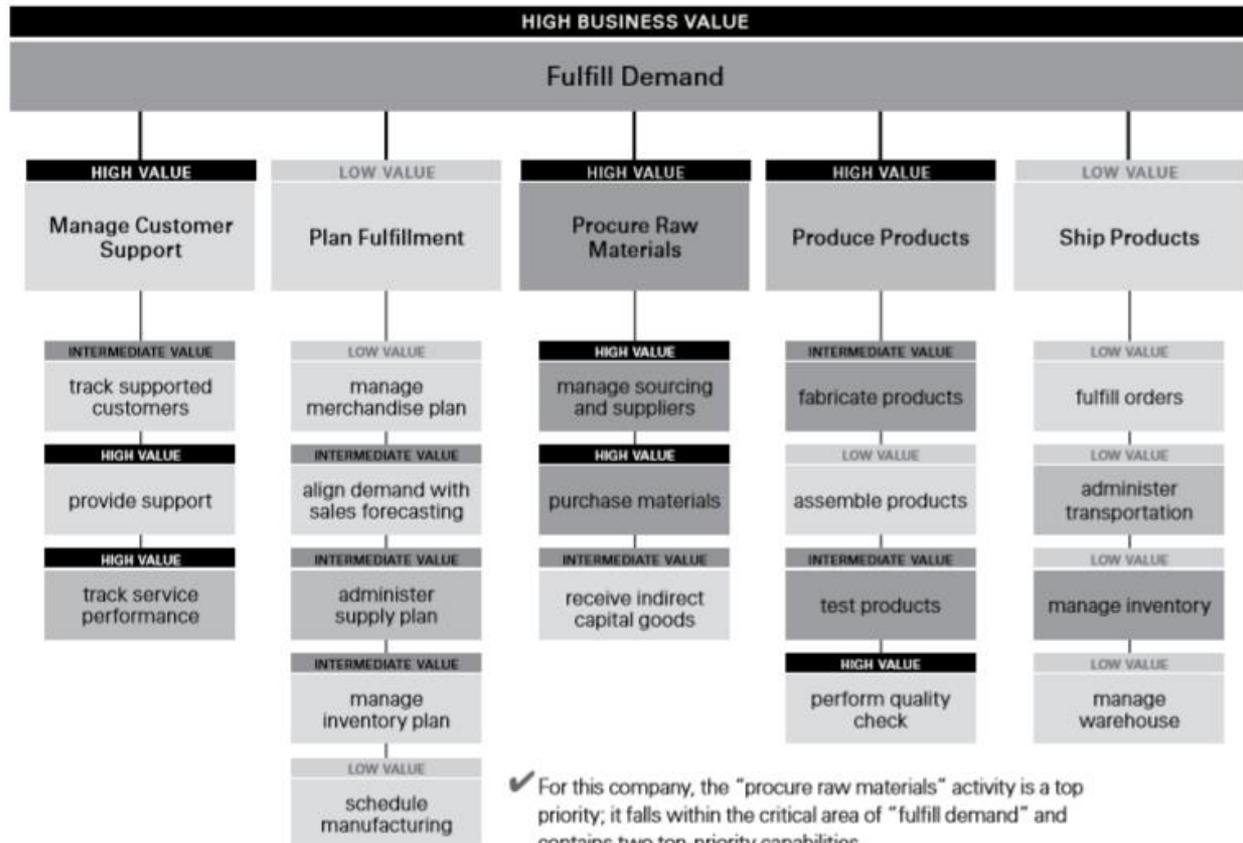
# Migration in Strategic Focus



# Where Does Your Firm Fit? Where Will It Migrate?



# Improving Productivity: Prioritize by Business Value



### Current-Performance Spectrum



# What Are the High Business Value Areas?

- A
- B
- C
- D

# Improving Productivity: Reinventing Work & Processes?

- Reinvent Work
  - A
  - B
  - C
  - D
- Reinvent Processes
  - A
  - B
  - C
  - D

# Thank You!

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